

## APPENDIX G

### PROFESSIONAL MILITARY EDUCATION (PME) AND JOINT PROFESSIONAL MILITARY EDUCATION (JPME)

The U.S. Naval War College curricula offered at NPS meet all of the requirements for Navy PME (as established by the Chief of Naval Operations) and for Joint PME (as established by the Chairman, Joint Chiefs of Staff) for Intermediate Level Professional Military Education. The importance of offering a program that blends graduate level study with Joint Professional Military Education (JPME) was recognized in the early 1990s by NPS. Originally called the Joint Education Electives Program (JEEP) when it debuted in 1993, the program's name was changed to the Program for Joint Education (PJE) to make its terminology consistent with current military education policy. In academic year 1999-00, NPS teamed with the U.S. Naval War College (NWC), Newport, RI, to provide a tailored program for NPS students which leads to a Naval War College diploma and PJE Phase I certification. It should be recognized that the courses described below are Naval War College courses, which are taught by Naval War College faculty. As such, course content, teaching methodology and program management are the sole responsibility of the Naval War College. The entire three-course sequence of Strategy and Policy, National Security Decision Making and Joint Maritime Operations has been reviewed and approved through the Program for Accreditation of Joint Education (PAJE) process conducted at the Naval War College's College of Distance Education.

The three-course NWC program provides coverage of all mandatory "learning areas" outlined in CJCS's Officer Professional Military Education Policy (OPMEP), CJCSINST 1800.01. The NWC program, both at NPS and on the College's main campus in Newport, RI, provides instruction in three course areas: *Strategy and Policy* (S&P), *National Security Decision Making* (NSDM), and *Joint Maritime Operations* (JMO). Effective in September 1999, the S&P curriculum replaces the NPS course *Maritime Strategy* NS-3252, which has been mandatory for all Department of the Navy (DON) students since 1989. Completion of the NWC S&P course is a mandatory requirement which must be met by all DON students. The JMO and NSDM courses replace or supplement various other NPS offerings, and these courses may be taken on a voluntary basis.

*Note: JPME Phase I certification will only be earned by students who complete the entire three-course sequence: i.e., the mandatory S&P course plus NSDM and JMO.*

Transcripts of those students who complete the Intermediate Level PME and the JPME Phase I courses, through any combination of the three methodologies (resident seminar, fleet seminar and independent directed study) will be annotated to verify their qualification for JPME Phase I certification.

In order to provide NPS students with the maximum degree of flexibility, the NWC program in Monterey will provide study in the three topical areas in a variety of ways. Classes will be offered as traditional "daytime" courses, as "evening study" seminars, and/or as "mentored independent directed study". Each student should select the approach which is best suited to their educational needs and best aligns with their other graduate studies at NPS.

All versions of the NWC courses are academically rigorous and will require significant effort on the part of each student. The goal is to enable each student to earn both their NPS degree and the NWC diploma (and Phase I JPME). It should be recognized, however, that students who cannot complete all of the NWC requirements while in Monterey can enroll in the remaining NWC courses (either by seminar or correspondence) at their next (or a subsequent) duty station.

**STRATEGY AND POLICY:** The Strategy and Policy Course is designed to prepare the military officer for the advanced stages of a professional career in which he or she may be intimately involved in the interplay between military power and the political process -- that is, between strategy and policy. The course uses historical examples to demonstrate the military officer's urgent need for a joint and combined warfare perspective on the military profession. That perspective significantly enhances the ability of strategic thinkers and war-fighters to wield the military instrument in support of national goals. In the early stages of an officer's career he or she is trained in tactics. The S&P curriculum, in contrast, is designed to teach officers to think strategically. The course illustrates the relationship between a nation's political interests and goals and the ways military force may be used to achieve them. It focuses on a series of studies that begins with interests, continues through conflict and ends with the final post-war settlement. Academic disciplines of history, political science, military studies, and international relations are woven into a coherent analysis of how wars begin, how they are fought and how they end.

The Strategy and Policy Course hones the officer's ability to analyze past operations and apply historical lessons to future joint and combined operations. Three facets of the course develop strategic thought. First and foremost, the course focuses extensively on the strategic analyses that are the cornerstone of strategic thought, particularly the works of Clausewitz, Sun Tzu, Mahan and

Corbett. Second, the masters' work is used to analyze strategic decisions made during several historical conflicts. Collectively these case studies sharpen the student's understanding of the essence of strategy. Clear, objective and imaginative thinking is the framework for the third and final part of the curriculum, in which students consider recent wars as well as conflicts that may occur in the future.

The Strategy and Policy course will be conducted each quarter and will consist of a series of seven topics centered on "Wars of the American Experience." These topics include the Land and Naval Theorists, American Revolution, American Civil War, World War II, The Cold War and Korea, Vietnam, and The Gulf War with a Retrospect and Prospect conclusion. Students will attend two lectures and two follow-on moderated seminars for each topic. The curriculum addresses themes such as: the policy to strategy match; intelligence assessment and planning; the instruments of war; the implementation and integration of strategy; war termination and post-war settlement; and, the international, material, institutional and social dimensions of strategy.

Note: The majority of students are expected to complete S&P via the daytime course (NW-3230). However, fleet seminar and correspondence versions of this course are available.

**NATIONAL SECURITY DECISION MAKING:** The National Security Decision Making curriculum educates military officers in the effective selection and leadership of armed forces within national resource constraints, providing instruction in: the strategic planning and selection of future military forces; systematic approaches to programmatic resource choices under conditions of high uncertainty; and the nature of economic, political, organizational and behavioral factors affecting selection and command of military forces. The NSDM curriculum is an executive development course wherein major emphasis is placed on the preparation of officers for intermediate-level command and staff assignments. Selection of concepts and materials is predicated on the belief that an effective career executive does not apply discrete disciplines, but rather is required to synthesize many disciplines relevant to different situations. Moreover, the appropriate point of view is an integrative one that seeks a balanced use of reasoning based on both an academic and professional foundation. For this reason, the NSDM curriculum employs a multidiscipline approach, synthesizing selected concepts from economics, political science, strategy, operations research, leadership, psychology, management control, and other related fields. All instruction seeks to utilize the broad experience of the student body and focuses on making and implementing critical decisions within the national security environment. NSDM is offered either as an independent directed study or a nonresident seminar course. The independent directed study course requires six months to complete while the fleet seminar meets one night a week for thirty-four weeks.

**JOINT MARITIME OPERATIONS:** The Joint Maritime Operations curriculum develops the ability to translate contemporary national and regional military strategies into naval, joint, and multinational operations, with particular emphasis on the operational art and employment of the Sea Services. Thus, it enables officers to make sound operational decisions in both command and staff positions. JMO is an executive development course that emphasizes planning and decision-making factors at the joint task force level for operations in the maritime environment. Operational problems require military officers to make increasing use of many disciplines. This differs from the past where application of a single discrete discipline was more often the norm. Officers must have a firm grasp of military strategy, an understanding of joint and combined operations, and a thorough background in the essential elements of the military planning and decision-making process to deploy, employ and sustain U.S. military forces efficiently and successfully. Consequently, the JMO course employs a multi-discipline approach, providing the student the opportunity to synthesize various ideas that include maritime strategy, joint and Service doctrine, military decision-making, operational planning, naval warfare, military warfare, threat assessment, and war gaming techniques. JMO *applies* these ideas to military problems requiring decisions in dynamic situations. The integrating themes of the course are joint maritime operations, the operational level of war, and military decision-making. Emphasis is placed on the ability to identify the military conditions required to achieve strategic goals, the required sequence of actions, resources and associated costs or risks in that process. JMO will be offered as either an independent directed study or a fleet seminar similar to NSDM. However, completion of the independent directed study course requires nine months. The fleet seminar meets one night a week for thirty-four weeks.

## **JOINT PROFESSIONAL MILITARY EDUCATION COURSE DESCRIPTIONS**

**NW-3210 National Security Decision Making: Directed Study - Part I**  
**(Executive Decision Making: EDM+Policy Making and Implementation: PMI) (2-O).2**

This is a directed study course which will be augmented by scheduled discussion sessions. These sessions are voluntary, but students are encouraged to participate in order to get the most from the course of study. The overall National Security Decision Making (NSDM) course is comprised of three sub-courses, two of which will be covered during this period of directed study. The Resource Allocation (RA) sub-course deals with the Planning, Programming and Budgeting System (PPBS), and structured decision-making in the national security environment. The Policy Making and Implementation (PMI) sub-course deals with the political, organizational, and behavioral influences on decision-making, as well as strategies for leading large, complex national security organizations. Must be taken sequentially in conjunction with NW-3211.

**NW-3211 National Security Decision Making: Directed Study - Part II  
(Strategy and Force Planning: SFP) (2-0).**

This period of directed study will focus on the third of the three components of the NSDM course. The Strategy and Force Planning (SFP) sub-course addresses how a nation establishes interests and develops a national security strategy, a supporting military strategy, and then buys forces to support these decisions. The two-course sequence of NW-3210 and NW-3211 must be taken over a two-quarter period. Completion of these two courses will earn four graduate credit hours, and represents one-third of the entire NWC program. PREREQUISITE: NW-3210.

**NW-3220 Joint Maritime Operations: Directed Study - Part I  
(Blocks 1&2) (1-0).**

The Joint Maritime Operations (JMO) course provides instruction in the organization and employment of joint and combined military forces in maritime contingencies. This course is divided into six blocks of instruction, which are designed to be completed over three academic quarters. This is a directed study course, which students may pursue at their own pace. NWC faculty will hold periodic discussion sessions (which are not mandatory) to assist students with completing the assigned work. Must be taken sequentially in conjunction with NW-3221 and NW-3222.

**NW-3221 Joint Maritime Operations: Directed Study - Part II  
(Blocks 3&4) (1-0).**

PREREQUISITE: NW-3220. (See NW-3220 for info).

**NW-3222 Joint Maritime Operations: Directed Study - Part III  
(Blocks 5&6) (2-0).**

Completion of the three course sequence (NW-3220, NW-3221, & NW-3222) will earn four graduate credit hours, and represents one-third of the entire NWC program. PREREQUISITE: NW-3220 + NW-3221. (See NW-3220 for info).

**NW-3223 Joint Maritime Operations: Accelerated Directed Study - Part I  
(Blocks 1, 2, &3) (2-0).**

This course is intended for students using JMO to replace an elective course in their degree program. The course content is identical to that offered in NW-3220, NW-3221, & NW-3222, but the coursework is completed over a two-quarter period.

Must be taken sequentially in conjunction with NW-3224.

**NW-3224 Joint Maritime Operations: Accelerated Directed Study - Part II  
(Blocks 4, 5, &6) (2-0).**

Completion of the two course sequence (NW-3223 & NW-3224) will earn four graduate credit hours, and represents one-third of the entire NWC program. PREREQUISITE: NW-3223. (See NW-3223 for info).

**NW-3230 Strategy and Policy: The American Experience (4-0).**

This course is a tailored version of the Strategy and Policy (S&P) course taught at the NWC in Newport, RI. It has been revised to focus on the critique of strategies and their utility in achieving a nation's policy objectives. The course utilizes case studies derived from the American experience. This course is mandatory for all DON students, and it will be taught by NWC faculty during the normal academic day. (This course replaces the previously mandatory course NS-3252 Maritime Strategy). Completion of this course will earn four graduate credit hours, and represents one-third of the entire NWC program.

**NW-3240 Strategy and Policy: Directed Study - Part I (2-0).**

\* Admission by special permission only. This course represents a directed study version of the S&P course, which will be available only to students with special circumstances that preclude them from taking NW-3230. Must be taken sequentially in conjunction with NW-3241.

**NW-3241 Strategy and Policy: Directed Study - Part II (2-0).**

\* Admission by special permission only. (See NW-3240 for info). PREREQUISITE: NW-3240.

**NW-3250 Strategy and Policy: Nonresident Seminar - Part I (2-0).**

This provides a more detailed coverage of S&P topics than is offered in NW-3230. It closely follows the course of study in the resident program at the NWC. It is a faculty-led seminar class, taught in the evening in three segments of one quarter each. Since it is in greater depth, completion of the 3-course sequence earns seven graduate credit hours, and represents one-third of the entire NWC program. Must be taken sequentially in conjunction with NW-3251 + NW-3252.

**NW-3251 Strategy and Policy: Nonresident Seminar - Part II (2-0).**

This course is the second (sequential) part of the S&P evening study program. PREREQUISITE: NW-3250.

**NW-3252 Strategy and Policy: Nonresident Seminar - Part III (3-0).**

This course is the third (sequential) part of the S&P evening study program. PREREQUISITES: NW-3250 + NW-3251.

**NW-3260 National Security Decision Making: Nonresident Seminar - Part I (2-0).**

This course provides more detailed coverage of NSDM topics than is offered in the directed study program. It closely follows the course of study in the resident program at the NWC. It is a faculty-led seminar class, taught in the evening in three segments of one quarter each. Since it is in greater depth, completion of the 3-course sequence earns seven graduate credit hours, and represents one-third of the entire NWC program. Must be taken sequentially in conjunction with NW-3261 and NW-3262. OFFERED: Fall quarter AY 99-00.

**NW-3261 National Security Decision Making: Nonresident Seminar - Part II (2-0).**

This course is the second (sequential) part of the NSDM evening study program. PREREQUISITE: NW-3260. OFFERED: Winter quarter AY 99-00.

**NW-3262 National Security Decision Making: Nonresident Seminar - Part III (3-0).**

This course is the third (sequential) part of the NSDM evening study program. PREREQUISITE: NW-3260 + NW-3261

**NW-3270 Joint Maritime Operations: Nonresident Seminar - Part I (2-0).**

This course provides more detailed coverage of JMO topics than is provided in the directed study program. It closely follows the course of study in the resident program at the NWC. It is a faculty-led seminar class, taught in the evening in three segments of one quarter each. Since it is in greater depth, completion of this course earns seven graduate credit hours, and represents one-third of the entire NWC program. Must be taken sequentially in conjunction with NW-3271 and NW-3272.

**NW-3271 Joint Maritime Operations: Nonresident Seminar - Part II (2-0).**

This course is the second (sequential) part of the JMO evening study program. PREREQUISITE: NW-3270

**NW-3272 Joint Maritime Operations: Nonresident Seminar - Part III (3-0).**

This course is the third (sequential) part of the JMO evening study program. PREREQUISITES: NW-3270 and NW-3271